

BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION

# Organizational and Strategic Innovation and New Business Models

---

MEGASTORE VCF



Student Name: Juan Ignacio Duato Neira  
Academic Year: 2014-2015  
Teacher name: Montserrat Boronat Navarro



An analysis of MEGASTORE new business model focusing on facts and studies on toolkit Canvas for creating value for customers



*El éxito en la vida no se mide por lo que logras, sino por los obstáculos que superas.*

*“No podrás vivir con auténtica pasión si te conformas con una vida que es menos de la eres capaz de vivir”. N.M*



## TABLE OF CONTENTS

1. Introduction.....	6
2. Business Model concept.....	8
2.1. Business Canvas Model .....	11
3. Methodology .....	18
4. Empiric analysis: MEGASTORE .....	20
4.1. Customer Segments .....	21
4.2. Value Propositions.....	24
4.3. Customer Relationships.....	28
4.4. Channels .....	29
4.5. Revenue Streams .....	30
4.6. Key Activities .....	33
4.7. Key Resources .....	34
4.8. Key Partners.....	35
4.9. Cost Structure.....	36
5. Conclusion.....	37
6. References .....	40
6.1. Websites consulted.....	40
7. Illustrations .....	41
8. Survey .....	42
8.1. Survey results.....	44

## 1. Introduction

The Valencia football Club was established in 1919 in the capital of the Turia River specifically in Bar Torino, where currently is located the Megastore shop object of study and analysis. After nearly 100 years of history the Valencia Football Club is considered one of the most important teams in Spain and even Europe due to the large number of titles that has been getting throughout its history both nationally and internationally also boasting great number of fans all over the world.

Figure 1. Tittles won by Valencia Football Club throughout its history.



Source: own elaboration and Valencia Football Club web

During all this year's like any other organization it has been changing its sporting and organizational structure adapting to the new circumstances in which it found itself. Nowadays we are in a world that emphasizes new technologies as a way to adapt to the environment. Companies are in continuous modernization, which it means find the

method and the way to generate value for existing and future customers, who are going to generate income and benefits creating new business models.

Valencia football Club as an object of study, almost a year ago and after a long process of selling the majority of the stakes has been taken over by a billionaire from Singapore, which has made magnificent turn in its organizational structure and (amongst others) aimed at the start with a process of internationalization.

Valencia Football Club until few months ago had seven stores located in different parts of the province of Valencia which could acquire among other products, uniforms of the Valencia Football Club. After an exhaustive study has concluded that losses occurred in five of the stores and therefore the best option was to close them. As a consequence of this fact the club decided to give a new air and above this modern way to generate revenue and satisfy the demand of the customers (the Valencia Football Club fans) with the creation of a new business model through the MEGASTORE, which has led to the creation of the "Europe's largest urban shop".

This business has emerged thanks to a business agreement (Joint Venture) between Valencia Football Club and the supplier of sports brand ADIDAS. This business agreement occurs when two or more companies (in this case: VALENCIA Football Club and ADIDAS) reach a partnership agreement to set up a project in common (MEGASTORE). The purpose of this commitment is to conduct complementary operations in a particular business.

The main objective of this work is to list, develop and analyze the key factors posed by the implementation of this business model within this organization, whose aim is to create, deliver and capture value. To do this will use "Canvas Business Model" proposed by Alexander Osterwalder and Yves Pigneur (2010). But before a brief introduction to the business model concept that will lead to the empirical analysis of MEGASTORE trying to find the factors that generate value to the customer. During the analysis and trying to make sense of what is explained in this section the results of a survey of the population of the city of Valencia are used.

Lastly a conclusion will be made trying to locate weaknesses and options to improve the store, proposing alternatives to improve them with a critical analysis of the value proposition captured by the Megastore.

## 2. Business Model concept

A business model could be defined as the mechanism by which a company intends to earn income and permitting (in the shortest possible time), benefits. It is the way by which the company will serve their customers, both from the strategic and operational point of view. To summarize any business model describes the way in which an organization or company creates, distributes and captures value, the way of doing business.

In general, any business model that an organization have or want to establish within its structure must answer a series of questions in detail to make the success: what the company does?, what goods or services produced?, what are the production and trade of this type of company practices?, to what extent the new product or service will meet better the needs of the target audience? How the competition is organized and how you will face?, Is there any group of businessmen with special abilities that give value to your offer?, what will be the basic mechanism of generation of the company's income? And which part of the main activities of the company will be subcontract?

Throughout history many have been renowned authors which have defined business model as the way in which an organization or company creates value for its customers. Below, in chronological order are some of the definitions proposed by these authors:

- Peter Drucker (1984) was the first to talk about proposing that "a business model refers to the way the company conducts its business." Suggests a model that responds to who the customer is, what values, what is the underlying logic that explains how we can apply this value to the customer at an appropriate cost.
- Linder and Cantrell (2000) Accenture define "operating business model is the nuclear logic of the organization to create value. The business model benefits oriented company explains how it makes money".
- Casadesus-Masanell and Ricart (2007) explain that these elections can be grouped into three categories: Policy, indicating how things should be done; Assets, which indicate how the money should be invested; Government,



indicating the legal, contractual and organizational conditions for control policies and assets, driving a causal flow diagram.

- Joan E. Ricart (2009) mention that a business model consists of a set of choices made by the company and the set of consequences of those choices.

There are several tools used to implement and / or analysis any business model, among which we highlight the "Canvas Business Model" proposed by Alexander Osterwalder and Yves Pigneur (2010), which later will try to explain its structure and the different blocks that compose it, as well as the procedure for their preparation and fair useful when translating into new business.

On the same basis of the Canvas Business Model, Ash Maurya developed its own version, the Lean Canvas (Second Edition, 2012). This type of tool is equally composed by a structure of nine blocks as a canvas on which the business model is reflected to develop, also share with the "Canvas Business Model" a series of blocks, "replacing the rest with very practical and focused alternatives to web projects". Therefore the structure of the canvas which proposes Ash Maurya is defined by the following points/models:

- Unique value proposition: Offer to the clients always focused on benefits and not features.
- Customer segments: To whom we address.
- Cost structure: what we have to spend to develop and deliver our value proposition.
- Sources of income: how can we monetize our project along with the cost structure form the profitability of the business model.
- Problem: what problems have found that it is painful enough for a number of people. We can list the 3 most important sub-problems which have been detected on a particular issue.
- Solution: what solution we propose to lighten the problem. We can list the 3 main features of the solution.
- Metrics: in numbers we have to look to know the status of our business.
- Competitive advantage: what really sets us apart from the competition in such a way that is not easy to imitate.
- Channels: by what means we provide our value proposition to our customers.

Working with Lean Canvas should take into account that it is a flexible tool and therefore is not making a perfect model. It should consequently work repetitively perfecting and adjusting each blocks to put to test the hypothesis that make progress with greater security.

Through the Lean Canvas, Ash Maurya (2012) provides a useful tool for "startups" that can successfully design their business models. As previously mentioned the canvas prepared by this entrepreneur is based on the "Canvas Business Model", but with some differences that above all are significant in the mode of approach that makes each one of the authors. Then we are going to try to explain in a synthesized manner the most significant differences of approach between the two tools. These are:

- Activities key vs. solution: once the problem is located will be suitable to define the main features of the product that will help to solve those problems defined previously.
- Resources key vs. key metrics: all indicators will be used to measure the business model to implement.
- Relationships with customers vs. special/differential advantage: this module contains the key to the proper functioning of the business, customers.

These tools have been created by experts, based on the concept that a business model is "business strategy that allows you to describe the way in which a business gets underway, or the creation, delivery and capture of value for certain travel companies requiring re-focused logically" have provided the description and management of business models in order to develop new technological alternatives.

Having already understand the concept of "business model" and the various tools available to design and continuous innovation, the instrument to be used to analyze the new business model that recently the Valencia Football Club has implemented within its sports / business structure is the "Canvas Business Model" because will conclude that is the most complete instrument and therefore the most appropriate for the study of this new business model.

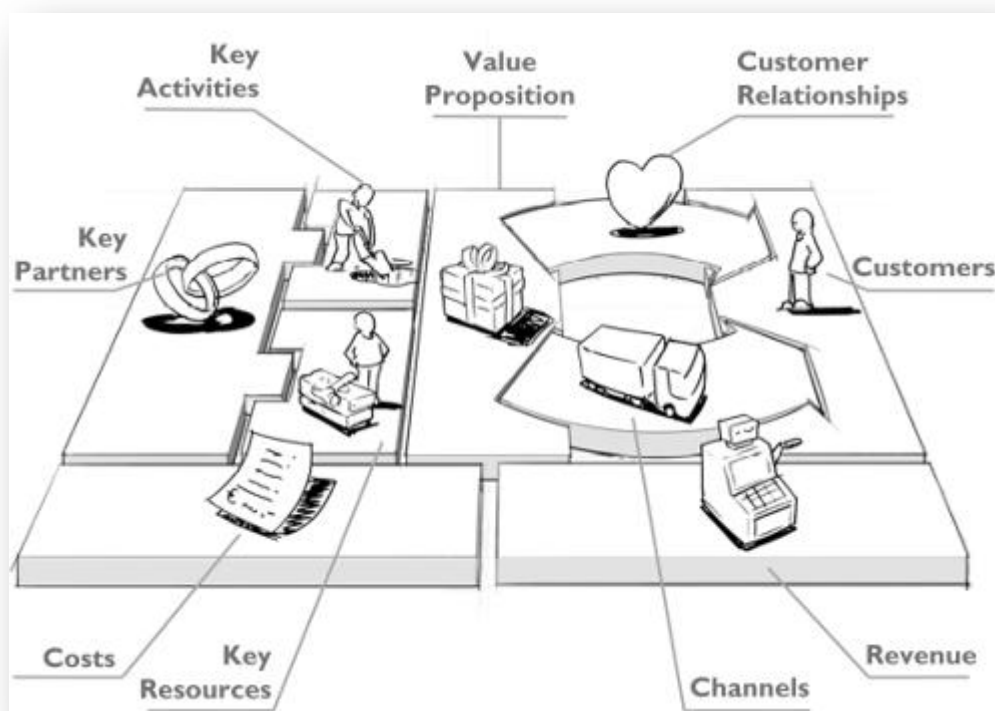
Following sub-section a synthesis theoretically structure and various blocks that compose the canvas proposed by Alexander Osterwalder and Yves Pigneur (2010) was performed.

## 2.1. Business Canvas Model

Before researching into the analysis of the MEGASTORE as a new business model, we will perform a short summary on the main concepts and modules that make up the "Canvas Business Model". To do this we will take as a point of reference the guide written by Alexander Osterwalder and Yves Pigneur, generation of business models (2013).

This tool is based on nine blocks which cover the four main areas of any business: clients, supply, infrastructure and economic viability. The canvas is divided into two global parts that are each side of the value proposition. On side we have the canvas component where shows customer segments, customer relationships and revenue streams; this side is focused to the market. On the other hand, the part of the proposal's value, oriented more towards the internal structure of the business, is composed of the following modules: key activities, key resources, key partners and cost structure.

Figure 2. Canvas Business Model.



Source: Alexander Osterwalder Yves Pigneur, 2013.

The blocks to the right of the canvas are characterized by:

- Be focused toward the market.
- Refer to what we want to project of our company.
- Take out the emotional side, our differentiation in the business.
- Make us reach the audience gone.
- They are responsible for the revenue that we will get

As for the blocks that make up the left side of the value proposition are defined by:

- The inside of our company.
- The motor and mechanisms.
- What makes it possible for the value proposition exists.
- What makes our communication channels and sales work.
- Is responsible for our costs.

When making the canvas you must think globally, since the key is to find the balance between the parties explaining each module representing the key areas for the development and implementation underway of the MEGASTORE.

### MARKET SEGMENTS

This module will define different groups of persons or entities to which the company is heading.

As it explains in his guide Alexander Osterwalder, Generation Business Models "Customers are the centre of any business model, as no company can survive for long if do not have customers (profitable), and may increase satisfaction of them grouped into several segments with needs, common behaviors' and attributes. "A business model can define one or more market segments, whether large or small. Companies must select, with a reasoned decision, the segments that are to lead. The market segmentation process consists of "identifying consumer needs, characteristics or homogeneous behaviors' in order to establish a differentiated offering for each group" (Munuera and Rodriguez, 2007).

## VALUE PROPOSITION

The main objective of this block is to define the set of products and services that create value for a specific market segment. (Alexander Osterwalder, 2010) value proposition is the factor that makes a customer to decant is by one or another company; its purpose is to solve a problem or satisfy a customer's need. The value proposition is a series of advantages that a company offers to the clients. Some value propositions can be innovative and submit an offer new or groundbreaking, while others can be similar to existing offerings, including some feature or additional attribute.

## CHANNELS

The third block is to establish the means by which the company communicates with the various market segments and thus able to reach them successfully, and provide customers the value proposition they require.

From the guide produced by Alexander Osterwalder (2013) communication channels, distribution and sale establish contact between the company and customers. They are points of contact with customers who play a major role in their experience. The channels have, among others, the following functions:

- Disclose to customers the products and services of a company,
- Help clients assess the value proposition of a company;
- Allow customers to purchase specific products and services;
- Provide customers a value proposition;
- Offer customers after-sales service attention.

When distributing a value proposition it is important to get the right combination of channels to approach customers in the most appropriate way. To establish contact between Companies and customers can use direct channels and indirect channels. The first have the particularity that the producer of the good and / or service sold to the final consumer directly without the need for intermediaries. Most services are sold through direct channels; however there are few products which are sold through such channels. Indirect channels are characterized by the existence of intermediaries

between the producer of the good and / or service and the consumer. The amount of intermediaries varies the amount of products and / or services you want to market.

### CUSTOMER RELATIONS

In this fourth block will be described the different types of relationships that occur between the company and certain market segments.

As Alexander Osterwalder and Yves Pigneur (2013) explains in his guide companies must define the type of relationship we want to establish with each market segment. The relationship can be personal or automated. Relations with customers can be based on the following grounds:

- Customer acquisition.
- Customer loyalty.
- Stimulation of sales (up selling).

The type of relationship that requires the business model of a company impacts heavily on the overall customer experience.

### REVENUE STREAMS

Throughout this module the cash flows generated by a company in the various market segments in which it operates are exposed. A business model can involve two different types of revenue (Alexander Osterwalder and Yves Pigneur, 2013):

- A. Income from offshoots transactions timely customer payments.
- B. Income from recurring periodic payments made in return for supplies of a value proposition sales or customer service.

There are several sources of income that a company can have:

- Sale of assets: sale of property rights over a physical product.
- Fee: is based on the use of a particular service.
- Subscription fee: this type is characterized by uninterrupted access to a particular service.

- Loan/rental/leasing: this source of income arises from the temporary granting of a right to use an asset determined by a period of time, this concession is made in Exchange for a fee.
- Grant: grant of permission to use intellectual property in return for a license fee
- Brokerage costs: are derived from intermediation services.
- Advertising: advertising a product, service or brand specific fees.

"Every source of income can have a different pricing mechanism, which can be quantitatively determined revenue "There are two main pricing mechanisms: stable and dynamic" (Alexander Osterwalder and Yves Pigneur, 2013).

### KEY RESOURCES

This sixth block describes the most relevant assets owned by the company to run the new business model perfectly. The correct selection of these assets will be used to create a good value proposition, they will achieve the desired markets, and they will also help to maintain a good relationship with customer segments.

Key resources may include:

- Physical: the physical assets such as buildings, machinery, manufacturing, points of sale, etc are those included in this category.
- Economic: is part of this category money cash, lines of credit, etc.
- Intellectuals: These types of resources are becoming more important to create a solid business model. Mark, patents, copyright and databases of clients should be included in this category. Very difficult development of intellectual resources, but when is managed can offer a very high value for the company.
- Human: these resources are necessary in any business. Depending on the type of business model, people will be more or less important, it will depend on if the business model is developed in a creative field.

Finally there is to say that the company may have these both assets in how rented property and even to get them through their key partners.

## KEY ACTIVITIES

In this seventh block are presented the most important actions that a company must develop the new business model work in the best possible way. All business models "require a series of key activities". Alexander Osterwalder (2013) are eligible to all these "activities are the most important actions that should be undertaken by a company to be successful, as well as the key resources, are needed to create and offer a proposal of value, to reach markets, relationships with customers and earning". Usually activities tend to fluctuate according to the business model.

The key activities can be divided into the following categories:

- A. Production: These types of activity are related to the design, manufacture and delivery of a product in large quantities and with a higher quality. This kind of activities are predominant in the business models of companies engaged in manufacturing.
- B. Problem solving: this activity involves the search for solutions to the individual problems of customers.
- C. Platform/network: this category is feature in companies with business models designed with a platform as a key resource and therefore the activities are subordinate to this platform or network-related key activities.

## KEY PARTNERSHIP

To start finish with the theoretical description of the canvas Business Model proposed by Alexander Osterwalder and Yves Pigneur explains the eighth module of this tool. This block tries to describe the "network of suppliers and partners" to help the operation of any business model. I.e., it consists of alliances that companies create in order to optimize their business models, to reduce risks or to acquire resources. According to the generation Of Business Guide (13<sup>th</sup> Edition, 2013) one could speak of four types of partnership:

- I. Strategic alliances between companies not competing.
- II. Coopetición: strategic partnerships between competing undertakings.
- III. Joint ventures: ventures that collaborate with each other to create new business
- IV. Customer-supplier relations to guarantee the reliability of supplies.



## COST STRUCTURE

Finally, the ninth and last module that makes up the "Canvas Business Model" tool describes all costs involving the launch in March of a business model. Along this block are described the main costs are incurred when working with a particular business module. Both the creation and the delivery of value to the client as the maintenance of relations with these or income generation have a cost which must be taken into account when the plan of setting up new business model. These costs are relatively easy to calculate once all three previous modules have been defined: key resources, key activities and key partnerships. Along with the source of income, they will serve to outline a financing plan and assess the feasibility.

Logically, the costs arising from any business model should be the minimum. However, low-cost "structures" are more important in some models than in others, so it is advisable to distinguish between two kinds of cost structure:

- A. Costs: models that choose this type of structure, try to save "wherever possible". With this model aim is "to create and maintain a cost structure as low" as possible, for this is should a value at a low price proposals, implement a high degree of outsourcing and make use of automatic systems.
- B. Value: this type of companies gives more importance to how to create value that is not their priority to the saving of costs.

On the other hand there are a number of features that define the structure of costs, these are:

- Fixed costs: this type of cost does not vary according to the quantity of goods or services produced.
- Variable costs: Unlike fixed costs, these does that vary depending on the goods or services produced.
- Economies of scale: this structure refers to the decrease of costs that gets the company as it increases their production.
- Economies of field: in this case the costs will be reduced to "as the company expands its scope of action".

After this short introduction on the structure and the components that make up the "Canvas Business Model" will analyze detail and point by point the current business model that the Valencia Football Club. has joined its business structure, through the MEGASTORE.

### 3. Methodology

To carry out this work we have used a series of documents which contained useful data to meet our demand for information, necessary to carry out our analysis. The compilation of this "organized set of processed data" involves a process, whose purpose is the select information more relevant and appropriate for the study of our business model.

Obtaining this information can be extracted from two types of sources:

- A. The primary sources are those which containing new and original, information that has been published for the first time and that has not been filtered, performed or evaluated by no one more.
- B. Secondary sources are elaborate and organized information that refers to the documents collected in the primary sources.

Made this small point of theoretical form on different sources of obtaining information, for the elaboration of our study has been used mostly secondary information.

The theoretical part of the "Canvas Business Model" the information has been obtained mainly by Alexander Osterwalder and Yves Pigneur business model generation. Also it has collected information and data of different items of subject matter experts authors published in websites specialized in business. On the other hand, for the empirical analysis of the MEGASTORE the required information has been obtained mostly through the web page of the Valencia Football Club. Another researching source for this work has been different opinion or informative published articles in different media written through their respective websites.

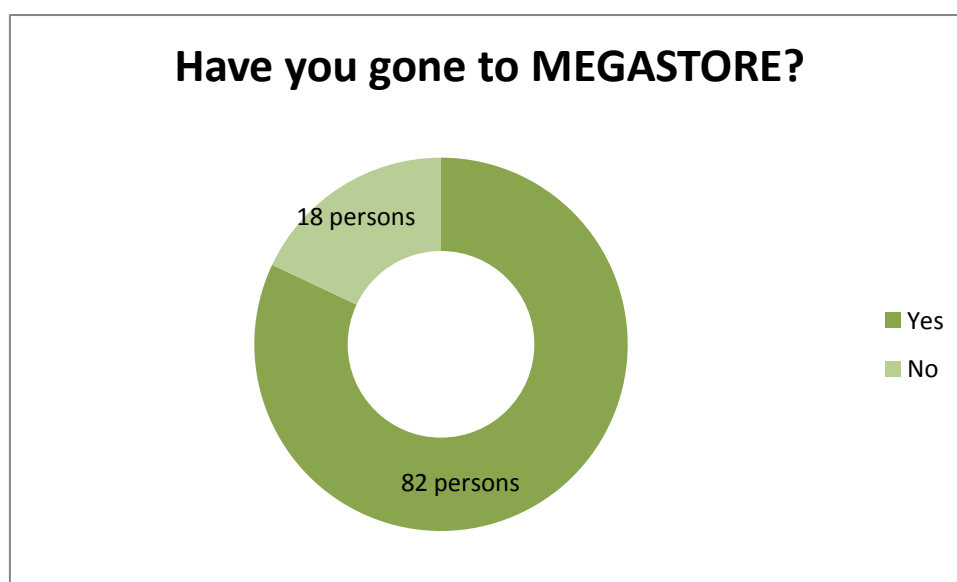
It is a work whose aim is the analyze new business model implemented recently by the Valencia Football Club to the smallest detail and therefore be as precise as possible in

its preparation, have been also used primary sources for their development. This information has been obtained through surveys of the inhabitants of the city of Valencia.

These surveys are made by twelve multi-answers questions, and a final where the respondent is rating their experience through a score (scale of 1 to 5) and where you can also make a comment on what most liked or less like or simply to give their opinions with all the information obtained will help improve the service.

A total of 100 surveys were completed (see section 8.1 results.) by Valencia citizens. Of all completed questionnaires have only been taken into account in preparing the work those in which the respondent himself had gone to the Megastore, the number of these are 82 (see Figure 3). The type of respondent public is characterized by being a follower of Valencia Football Club whom flocks to the store for consumption of products offered in this establishment. The data obtained and transformed into information have mostly been used for the manufacture of "Canvas Business Model" the Megastore.

Figure 3 .Persons who have gone to the MEGASTORE.



Source: surveys

Once the information has been acquired for the development of this study has been selected and been ruled out unnecessary information, and along with as explained in

the above points where the functioning of the canvas have been Canvas Model will give way to the empirical analysis of the MEGASTORE.

In heading 2 of this paper referred to the concept of business model and the different tools that you can be using for analysis prior to starting up any business. A brief comparison between the tools developed by Alexander Osterwalder and Ash Maurya trying to find the tool more complete and adequate for this study has been on it. Made this comparison of similarities and similarities it has been determined that the most appropriate for the preparation of this instrument is the "Canvas Business Model" developed by Alexander Osterwalder and Yves Pigneur, as it is considered the most comprehensive of the two, due to factors that are used to capture value.

Through this tool we will try to find a way by which the club, through MEGASTORE creates and captures value provides. To do this we will consider a number of very important elements which cover the four main areas of any business and which will determine how much income you get the business. These elements are: customers, supply, infrastructure and economic viability.

We will finish our project with a conclusion which will see if the business model has been adapted to the new structure of the company and meet the objectives set previously.

## 4. Empiric analysis: MEGASTORE

Before we dive in the empirical analysis of the MEGASTORE we will put in situation to the reader about what has meant the introduction of this new business model, the key ideas that explain it and the operation of the for the appropriate revenue, which is the main purpose for which any business gets underway.

With the opening of this store the Valencia Football Club has managed to be the first team in Spain to implement this innovative business model in its sports structure - commercial and therefore go one step further in its goal of expanding the brand and meet the demand of its customers. For this purpose the MEGASTORE has had to be equipped with the most modern market technological elements, since in the world in which we live so requires it. Valencia Football Club is considered a first-time institution in the implementation of this type of business model, as no team sports (football, basketball ...) in Spain has a store of similar characteristics.

This innovative business that tries to offer the fan a unique venue in which to enjoy during hours of his passion is very commonly found in the top teams in the Premiership, which works very well because of the passion that exists for this sport among the population. Therefore the business has been imported from the British Isles but with significant modifications to adapt to the needs requested by the Spanish public, rather than English for different reasons.

#### 4.1. Customer Segments

The first step to make market segmentation for the MEGASTORE of Valencia CF is to identify a number of components to consider when grouping clients in one or more segments. The first element makes mention to the set of potential buyers (individuals, businesses and public bodies) that form the market in search of a particular product. The second aspect to consider is the technological alternatives, here are the different ways in which met the needs of buyers across potentials and the third and final component that influences the formation of groups of clients are the needs that they have.

We focus on our case, the MEGASTORE sales primarily aimed at two groups of customers. Hand size buyers who are characterized by sportswear in general and on the other, consumers grouped the Valencia Football Club fans, which will consume a product or more specialized service. Once defined these two groups of customers are going to take into account the demographic variable age, as according to in the stage of life in which they are found (childhood, youth and adulthood) needs to be different.

The market segment consisting of clients that focus on the acquisition of sporting goods in general is meeting a single need, sports conditioning (clothing). In this market segment will not make distinctions based on age of the customer, since the need to satisfy the MEGASTORE is the same regardless of age. This set of consumers will have available a wide portfolio of products exclusively for the brand ADIDAS (official sponsor of the club) among which are:

- Different types of shoes (football boots, shoes for running, to practice tennis, etc.)



- Clothing: On one side is the product of the lower part of the body such as among others: socks, pants, bathing suits, etc. and on the other hand on the top, such as: t-shirts, polos, sweatshirts, etc.

The second segment of customers, as we have already mentioned above is made exclusively by fans to the Valencia Football Club, which will go to the MEGASTORE to meet a series of requirements according to the age.

The first need to meet is referred to leisure. This is fulfilled by an exclusive space in the form of bar/restaurant located on the second floor of the shop and which customers (mostly amateur club) can enjoy a breakfast, lunch or dinner to see matches of Valencia C.F. This leisure offer is mainly directed to groups of families and young people (between 17 and 26 years old).

For children the leisure offer is wider. The MEGASTORE weekly organizes a series of events focused for this group of clients which include:

- A. Autograph sessions.
- B. Celebration of birthdays in the SPORTS BAR.
- C. Projections of the Valencia CF matches.
- D. Activities for kids: meet the mascot of the club, etc.

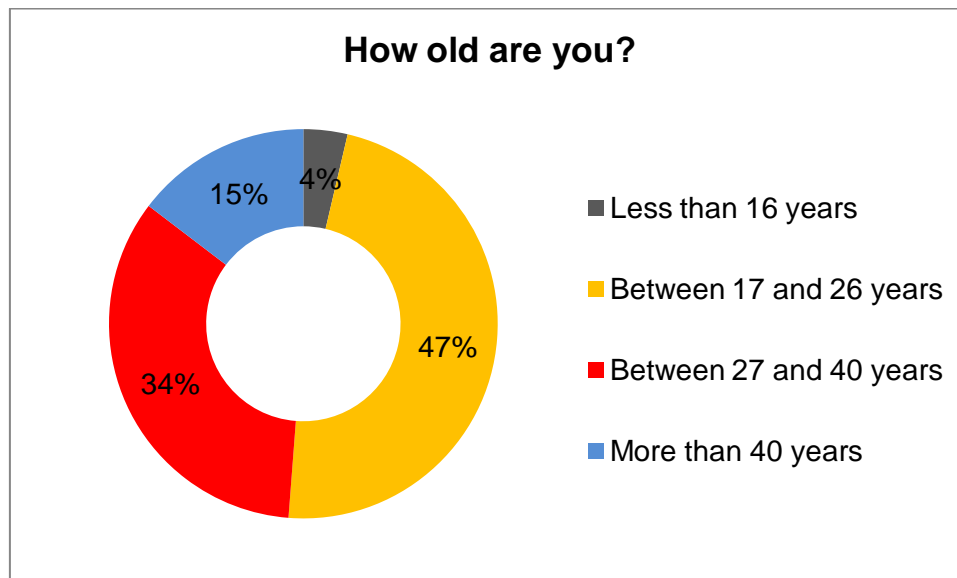
Figure 4. The MEGASTORE activities.

 <p><b>MEGASTORE VALENCIA CF</b> 11.04.15</p>	<p><b>¡CONOCE A NUESTRA MASCOTA!   SPORTS BAR</b> Sábado 11 de abril de 11:30h a 13:00h</p> <p>Ven a conocer a la mascota del Valencia CF estas pascuas y descubre las sorpresas que te esperan en la Megastore.</p> <p>Incluye actividad de "huevos de pascua" con nuestra mascota para los más pequeños que vengan a desayunar, almorzar o comer al Sportsbar de nuestra tienda.</p> <p>De 11,30h a 13h</p> <p>¡Haz tu reserva!: 96.351.24.56 y 96.320.70.30</p>
 <p><b>MEGASTORE VALENCIA CF</b> 13.04.15</p>	<p><b>VALENCIA CF VS LEVANTE UD   SPORTS BAR</b> de 20:30 a 22:30 horas</p> <p>Lunes 13 de abril a las 20:30 horas</p> <p>Ven al Sports Bar y disfruta del emocionante Valencia CF-Levante UD</p> <p>Siéntete como en Mestalla y ven a animar al Valencia CF en el Sports Bar. Disfruta de las pantallas panorámicas rodeados del mejor ambiente valencianista. Amunt València!!</p> <p>¡Haz tu reserva!: 96.351.24.56 y 96.320.70.30</p>
	<p><b>¡CELEBRA TU CUMPLEAÑOS!   SPORTS BAR</b> Todos los viernes por la tarde</p> <p>Disfruta de una merienda única el día de tu cumpleaños. El Sportsbar del Valencia CF prepara cada viernes un servicio especial para nuestros valencianistas más pequeños. Contacta con nosotros para más información.</p>

Source: official website of MEGASTORE, timetable.

According to the data obtained from the surveys of the population of Valencia, and only to take account of those who have gone at least once to the MEGASTORE (total: 82 people; source surveys) observe that 39 of them are aged between 17 and 26 years old, representing 47% of the respondents. According to these data was corroborated the previously mentioned and the potential customer of the store is that formed by the younger population. If the two ranges of age with greater percentage (between 17 and 26 years old and between 27 and 40 years) considered within the population young and we add them we get found 67 people in the surveyed 82 between this age range, which is almost the most. This gets revealed that the majority of fans to the club are young people, which should focus on new business to this segment, due to his passion for football and specifically by the Valencia CF, which entails that they attend type of establishments.

Illustration 5.Age of visitors



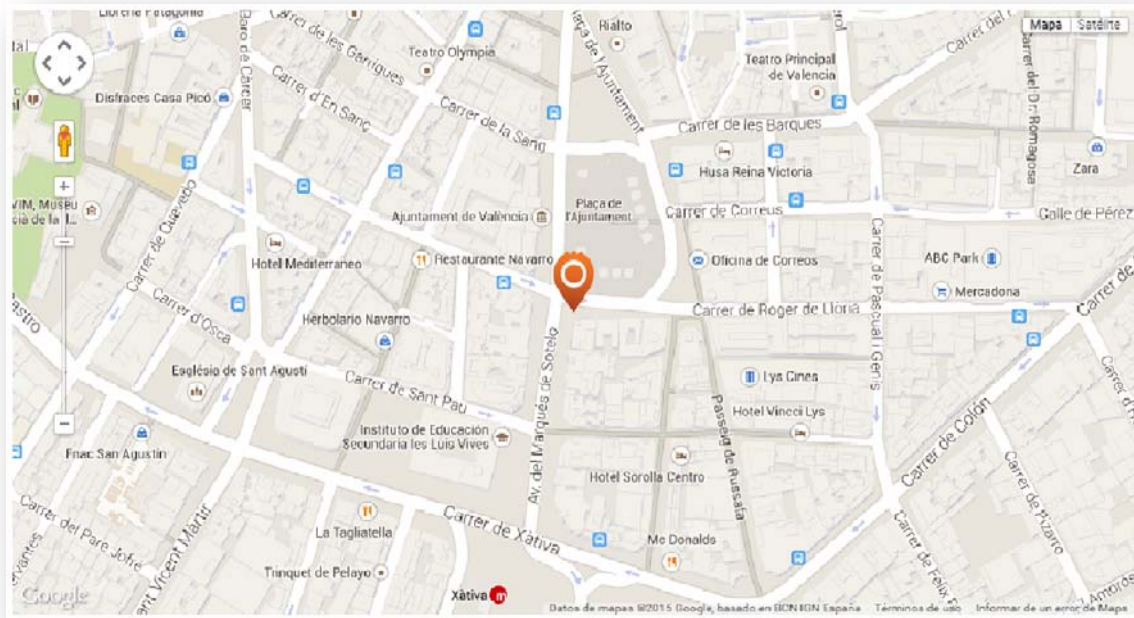
Source: surveys

## 4.2. Value Propositions

Continuing with the analysis of the business model of the MEGASTORE, the "strategic" location of the shop is a strong point for Valencia Football Club. The MEGASTORE (see Figure 3) is located in the heart of the city of Valencia, in the Plaza del Ayuntamiento (city hall).



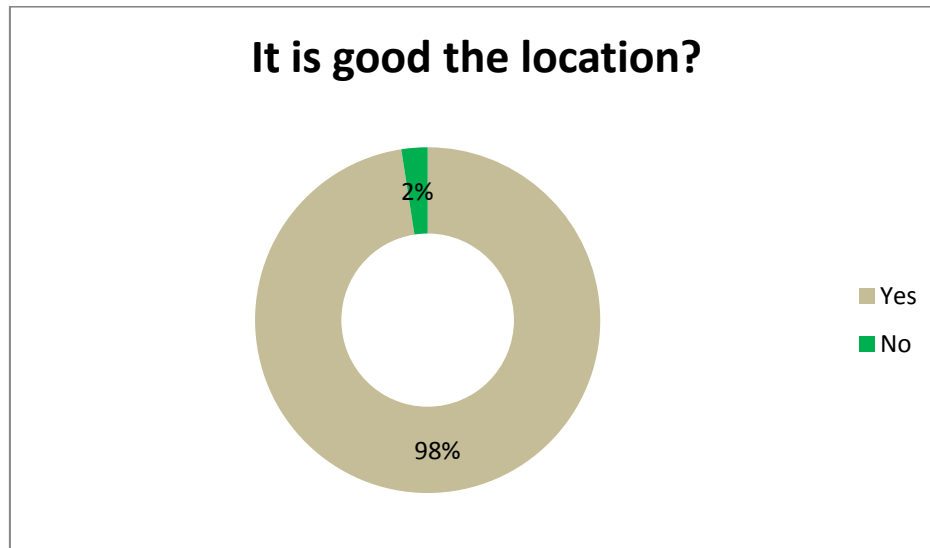
Illustration 6.MEGASTORE location



Source: Official website of Valencia Football Club.

The area is characterized for hosting a large number of pedestrians, since this is (the shop) half way between the main station of train (to 200 meters) and the neuralgic area of the city (shops, Town Hall, restaurants, offices, hotels, etc). Therefore its location meant the creation of value to a segment of the market; on the one hand for the tourists that visits the city ("obligatory step zone") and on the other, to the inhabitants of the city, since it is situated in the heart of the city and therefore enjoys good communication, via train, metro, bus, etc.

Figure 7. MEGASTORE location surveys results.



Source: surveys

To consider a way of creating value for the customer, the location has decided form ask users of the store if the location of this supposed strong point. Collecting the responses of respondents and capturing them in the graph above it is concluded that 98% of the data obtained have an opinion favoring the MEGASTORE is in a strategic location. In this way gets customers to come more frequently and repeatedly to the local, due to the easy access that has, for both persons are of passage thanks to its central location to the inhabitants of the city who want to go, since the area is very well connected by public transport.

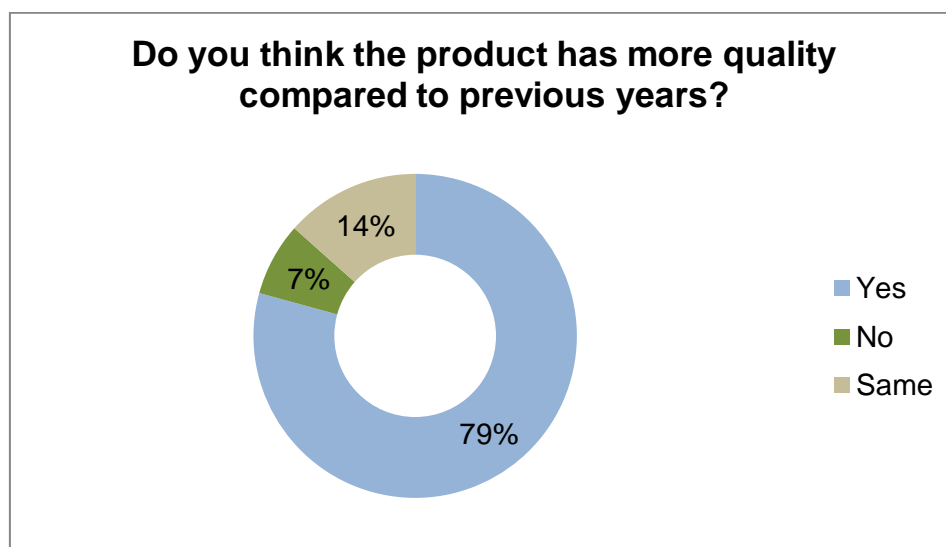
The opening of the MEGASTORE has proved to be a great novelty in the city and of course also for area soccer clubs. This value proposition has meant to satisfy a need that until then was non-existent and that customers not perceived because there were no similar offer in the city.

As described above and how can be seen in the agenda that offers weekly club through the web, customer who comes to the store you will be able to purchase any official product of the club as well as the sports brand ADIDAS. On the other hand in the SPORTS BAR located on the second floor of the local, client can see team matches projected through several large televisions. Finally there are many activities that are organized every week, mainly for the enjoyment of children. In the same space the amateur who comes can enjoy a wide selection of food and drink with a main theme: the Valencia Football Club. Stores that previously owned the Valencia Football

Club distributed in different parts of the geography of the Valencia Community not gave you the ability to meet various needs in a single space; so it will be many customers who prefer the choice of the MEGASTORE to meet your demand.

In the summer of 2014 the Valencia Football Club signed a new contract with the prestigious sports brand ADIDAS (currently main Sponsor). This has led to a leap in quality in its product portfolio since they are manufactured with materials of the highest quality with respect to the brand that previously provided to the club (JOMA). Therefore in keeping with the proposals of value this is a creation of value, perceived by customers only for the simple fact of using and/or show a brand specific, in this case ADIDAS.

Figure 8.Product quality



Source: survey

Respondents through their responses makes it clear that a change of supplier of sportswear has proved a great success, since 65 of them (79% of respondents) are of the opinion that the product offered by the club through the MEGASTORE it is of better quality than that offered in previous years by other brands. Only 6 people, representing 7% are of the opposite view, that the textile product manufactured by ADIDAS is poor quality. And finally there are those who believe that the product is similar to previous years and therefore change course sports firm not offer better quality products.

We conclude that under the collaboration agreement between Valencia Football Club and sportswear provider Adidas took place last year has meant a new way of creating value for customers due to increased quality of the product offered.

Before continuing with the analysis of the new business model we will make clear are the points through which the MEGASTORE creates value to its customers, as these are the pillars around which we will develop the remaining modules of the "Canvas Business Model" tool used throughout this document. Therefore, these factors will make a customer will side with the MAGASTORE rather than go elsewhere for their needs are the strategic location of the place, significant improvement in the quality of the product offered and finally, Store innovative centralizing several businesses in the same space.

### 4.3. Customer Relationships

Continuing with our empirical analysis of the MEGASTORE, and based on the theory explained in a paragraph above (Epigraph 3.4), along this block we will delve into the different types of relationships that the company maintains with the segments of the market.

- A. Personal Care: This type of relationship is primarily based on human interaction between the company and client. This category of relationship is through the physical store in the center of Valencia. Through this link the MEGASTORE communicates with both market segments defined above. In this outlet shop it offers its services and / or products to both Valencia Football Club fans who want their purchases are related with the club as guests to come to the store to buy clothes of Adidas. Another means by which the customer can gain the services offered by MEGASTORE is through the telephone channel through which you can make reservations for SPORTS BAR or hiring of events organized by the same store as birthday celebration.
- B. Self-service: by means of this type of relationship is not established a link between the company and the customer, but it is limited to provide customers with the necessary means so that they themselves can supply. On the one hand the MEGASTORE sets this category of self-service through the official

website, where the customer can purchase the same products or services offered in the physical store. Through this kind of relationship the MEGASTORE establishes a link with the two types of market segments. On the other hand, in the physical store offers another type of relationship of self-service. This gives the opportunity to the client to customize your product (computer equipment) through a machine on which you can choose (first or second equipment) type, the number and name the customer wants to be. The product will be delivered by means of a robot and therefore there is a "face to face" service between the company and the customer.

#### 4.4. Channels

Throughout this module, you will set the mode by which Valencia Football Club through its official store communicates with the various market segments that possesses, to reach them and give them a value proposition.

The MEGASTORE mainly uses the own channels to reach their customers the value proposition. Through the official website used the direct type, where the MEGASTORE unveiled its product or service. Through the web platform customer can also make purchase of different products. The store is an indirect channel, which establishes the contact between the company and the customer; and therefore allows the purchase of the product and/or service specific.

At the same time, there are also commercial delegations, distributed throughout the national territory and part of the international where the Valencia Football Club offer their goods. This product portfolio is mainly composed of textile products such as shirts, pants, coats, etc. These commercial delegations consist of shops specialized in sport, Department stores, ADIDAS official stores and; they pose an indirect channel by which the club establishes a business relationship with the customer.

If there is a balance between the various types of channels by which the company reaches customers, this will get them to enjoy an extraordinary experience and above all will increase revenues considerably now that these to be satisfied with your purchase and with the care received will repeat in the future purchase.

Through both channels the MEGASTORE will get in touch with the different groups of customers described in paragraph 3.1; both which focus towards official club products purchase and they will decide on the purchase of sporting goods ADIDAS.

#### 4.5. Revenue Streams

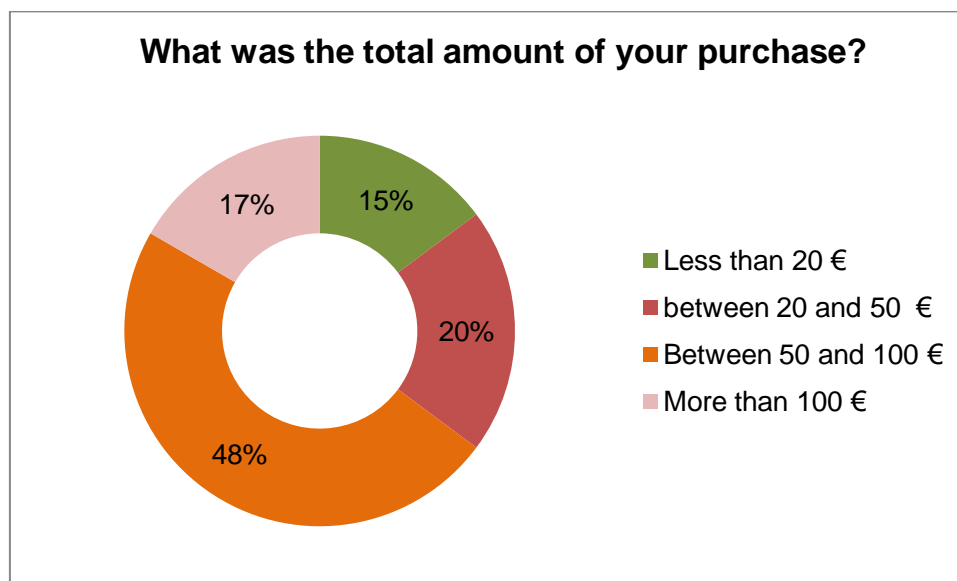
As previously explained in the theoretical part, the cash flows generated by the MEGASTORE in the two market segments that shall be described along this block: customers that prefer Valencia products and customers of ADIDAS brand sports products.

The store will generate income from different sources, which we list below:

1. Through selling products, the MEGASTORE gets most of their income. In this block we include all those goods on which it has an ownership interest. Therefore, all products characterized Valencia Football Club (stuffed animals, key chains, flags, home accessories, etc.) and textile products (kits, clothes and walking training) are part of this block. The price range that forms these products is very wide. From 3-4 Euros worth key chains or adhesives to the 90-100 Euros can cost shirt or team official tracksuit. Between these extremes is a wide range of products with intermediate prices ranging between 20-50 Euros, such as scarves, "shorts" training or a set of sheets.

In Figure 9 the data in question 6 of the form are collected, which refers to the amount of money the customer is usually spent on buying products when they go to the store. The range from 50 to 100 Euros is how much higher percentage, which means that 48% of respondents this variant amount of money spent on their purchase, ie, nearly half of consumers acquire products valued at the price scale as intermediates.

Figure 9. Amount spending of customers purchases in the MEGASTORE.



Source: surveys

Products that have a value of less than 20 Euros are less consumers acquire, only 15% of the respondent opts for the purchase of this product group, mainly composed of merchandising (key rings, mugs, pencils, etc).

- Another source by which the MEGASTORE gets much of its revenue is through the restaurant service located in the same store. These revenues are generated by the consumption of food and / or drink by the customers who come to SPORTS BAR. Food and drinks offered in the letter as any other local have very different prices. Prices range from a simple drink which is worth 1'80 euro to a double burger that costs 10'75 euro.

The weekly activities organized by the MEGASTORE (birthday celebration, projections parties, etc.) also represent a source of income for the store.

- Many of the activities organized by the MEGASTORE are endorsed or organized by the various "partners" (Estrella Damm, Trolli, Zummo, FIFA 2015 etc) that has the club. This advertising is a source of income, since the MEGASTORE receives a fee for advertising that is made of a product, service or brand in your local.

Illustration 10. Partner companies that sponsor the activities organized by MEGASTORE.

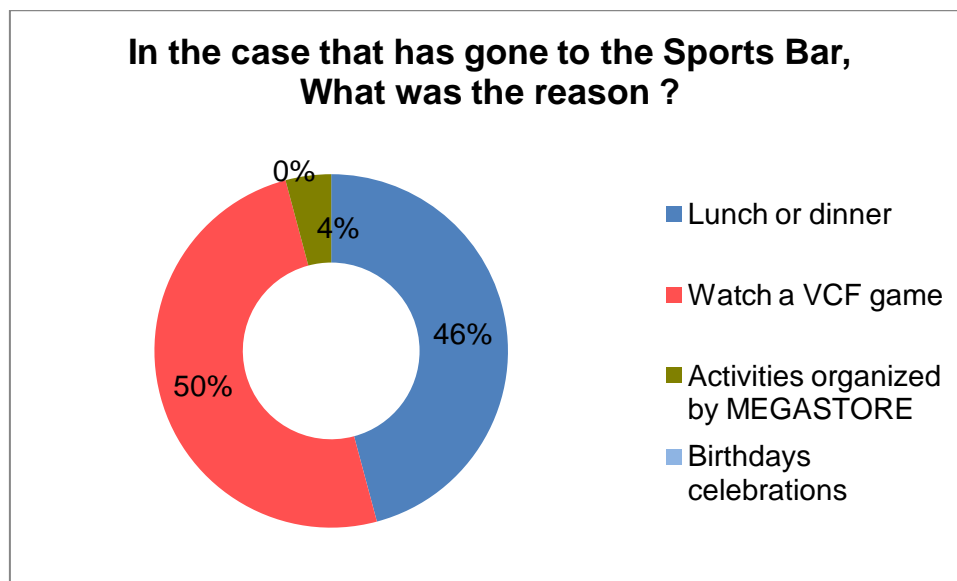


Source: own elaborated

The reasons why a person may visit the SPORTS BAR are very diverse. In the case of fans or normal customers, although it is mostly tend to be fans due to the market targeting. As we can see in the Illustration 11, you can see major of the percentage of respondents according to their choices. Before commenting the results should highlight a quite significant fact and is just 24 people of the 82 who have gone to the MEGASTORE have made use of the SPORTS BAR, one rather less than expected. Once commented on this fact back to the reasons for which the client comes to this establishment. Therefore, as they collect data, 50% of customers make the decision to go to the local to watch a football match. Almost half, 46 percent, attend the SPORTS BAR for lunch or dinner. A fact which draws the attention of the data obtained is that none of the respondents has decided to go to the local on the occasion of the celebration of a birthday.



Figure 11.Reasons for which customers go to SPORT BAR.



Source: surveys

Each of the revenue sources described above has a pricing mechanism. These mechanisms to quantitatively determine revenues that will get the MEGASTORE for the sale of products and services offered. The prices of products and services are mostly set by the mechanism of "fixed price" which are predefined and are based primarily on static variables. Although also it is possible to find "variable pricing" in situations specific, such as the discounts offered by the store at Christmas, special days, or end of season campaign to liquidate the stock. These discounts are applied using percentages fixed products.

#### 4.6. Key Activities

All business models require a series of key activities, which are basic for the creation and offering of value, to build relationships with customers and revenue.

The key activities of the MEGASTORE are based mainly on textile products, among others official t-shirt design and delivery of the product to customers. This category of key activity acquires special importance thanks to the quality of the product that is offered, because of the new contract signed the Valencia Football Club with the German prestigious brand (ADIDAS).

On the other hand, the success of this business model also depends on the web platform as a key resource, since through this will reach your customers the value proposition and as a result the desired revenue is generated.

#### 4.7. Key Resources

Once completed the study of the modules that form the right side of the "Canvas Business Model" which focuses on the different ways of creating value for the customer; it will try to recapitulate seen so far before proceeding with the analysis. Therefore, is necessary to understand the general idea of the "Canvas Business Model", customers who will direct the MEGASTORE and the proposal of value created, distribution channels by which it will generate income, relationship with different customer segments and finally the sources of income of the store. Once summarized as seen so far is going to give way to the analysis of the building blocks that make up the left side of the canvas, which is focused on how to get the new model of business efficiency.

The first module of this part describes the internal factors that will allow the MEGASTORE to develop its key activities. As previously seen, specifically in epigraph 3.6, key resources can be divided into the following categories:

- A. Physical: the physical assets of the company are grouped in this category. They are part of this class resources the business premises where the MEGASTORE is located and which in turn makes of point of sale where come customers to purchase the product or service desired. The store is designed and equipped with the latest and most innovative technological elements of the market, both inside and outside of the store, in this way the customer will be attracted already from the outside. Another very important resource on the web platform, where the customer can purchase from anywhere in the world the product you want, without the need to attend to the physical store. As later we will see this physical assets will be a key activity whereby the MEGASTORE created and provided value to their customers and get revenue.
- B. Intellectual: it is part of the brand's intellectual resources Valencia Club Football Club associated with a sports brand, in this case ADIDAS, which will provide the club with the necessary products for players to develop their sport. As

previously explained in these products are offered through the MEGASTORE to consumer customers of ADIDAS sports products and on the other hand fans to the club, which can purchase products designed exclusively for them.

- C. Human: all employees and volunteers who are part of the store take part of this kind of resources. Mostly, the workers are great fans of Valencia Football Club or have some interest into the sport. This means that in almost all of the workers who are part of the template of the MEGASTORE have a high level of motivation when it comes to his job, since the environment take place where its activity is composed of known elements and makes them be comfortable. As a result customers will be benefited, since the attention they will receive by the employee will be good.

#### 4.8. Key Partners

This block tries to define the key associations to the MEGASTORE created among suppliers and partners to optimize the business model, reduce risk and acquire resources.

As already mentioned above the commissioning of the MEGASTORE has been a commercial agreement between the Valencia Football Club and Adidas. This Alliance led to the reduction of potential risks and uncertainties in a current market which is characterized by its high degree of competitiveness, since this Association has been made between two companies that have one certain reputation both nationally and internationally. The cooperation of these two companies has been a way to access new distribution channels and markets due to the knowledge of both in their respective sectors. In addition this agreement presents a number of advantages, for example, the highest level of benefits to be obtained in the long term, since both benefit from their respective reputations. On the one hand the football team is known worldwide because of its successful history in the world of soccer and German sportswear brand is considered one of the most important, because of the high quality that have their products and their high variety.

On the other hand, the acquisition of certain resources and key activities has been necessary for the creation of this business model; such as the purchase by the club shop (resource: active physical) where the store is located (resource: point of sale). It has also required the creation of a web page (key activity: distribution channel) through which the MEGASTORE offers its products and services to its customers.

#### 4.9. Cost Structure

The ninth and last module that composes the Canvas designed by Alexander Osterwalder and Yves Pigneur (2010) was analyzed to finalize the design of the "Canvas Business Model". This costs incurred by the company when starting a new business model.

When creating a new business model must have in mind the type of cost structure it will be implemented, so (as described in epigraph 3) we must distinguish between two kinds of costs: according to cost and value.

The MEGASTORE is not intended to maintain a structure characterized by the savings in expenses, but what it wants is to create a structure whose objective is to create value for the customer. To reach their goal has designed a shop with cutting-edge technological elements, which makes that space will be something magnificent and attractive for customers. As it has been commenting throughout the work the MEGASTORE offers a series of exclusive services that make you to be different, since there is no other company in the city that offers them.

Once analyzed the structure that has the MEGASTORE will enumerate some of the costs incurred by the business model.

Incurs fixed costs when they do not vary regardless of the volume of goods and services produced. A clear example of this kind is cost is the payment of salaries of workers in the store. On the other hand there are the variable costs, those which vary depending on the volume of production. In this section we include (among others) the cost of maintenance (water, electricity, etc) as well as also the cost involved in provision of food then you are going to offer in the SPORTSBAR. Finally, there are the costs of marketing and advertising campaigns that performed the MEGASTORE to publicize the products and services that it offers and, as also the cost that arises from the maintenance of the channel's most important distribution, the web platform.

## 5. Conclusion

In recent years it has experienced continuous growth in creating new business models that have changed the outlook of the markets. All of these businesses have one thing in common and that is that break with tradition and the characteristics of traditional business models so far dominated the world. These aims to achieve the highest number of revenue and it shall meet in the best way possible the needs of customers. Currently, due to technological development that has occurred in recent decades, most companies to start their new business models using new technology as a key element for the functioning and development. On the other hand due to globalization , when a company chooses to start a new business model, not only competing on a national level , but it goes beyond , is competing internationally, so what is looking is to create a innovative business , something different from the rest , looking for any differential element to incorporate into the structure of the new business model and thus be able to distinguish itself from other competitors and thus more successfully to achieve the purpose for which it is implemented.

On the other hand, new business model also means other innovations that allow customers to access the product or service in a different way. This is the case is analyzed throughout this work, specifically carried out the study of a new action that has introduced in their organizational structure the Valencia Football Club through the MEGASTORE. This new business model is the creation of a space in Valencia city center, where any fan of the team or any sport in general can come to purchase any product related with these two customer segments. The MEGASTORE also has a specific space for sale drinks and food. Therefore, with the creation of this store it is to meet different demands posed by clients in a single space.

The MEGASTORE opening has meaning a launch of a new innovative business model within the sports industry, and that no entity has an establishment of identical characteristics to that offered by Valencia Football Club. Also, for the city, it has means an unusual and innovative Store opening fact, being that, among other things, is to centralize various types of supply in a single space, where customers can meet several needs at once. Another important factor are the technological elements that have been used for the creation of business and thus attract the attention of consumers.

Using several large screens to project the football games , 3D images of the players reflected on the walls, the robot located on the second floor, that has the function to perform screen printing t-shirts faster, or flashy decorative elements , they form a modern setting for which the customer is attracted .

At the time of analyzing the implementation and operation of the MEGASTORE as a new business model, there are several conclusions that have been drawn. The first one, in general terms and a priori most important is the great success it has had among fans of Valencia Football Club, since for them has meant, as mentioned before, a great novelty. On the other hand, the cooperation agreement has been signed between the club and Adidas has involved a leap of quality in sportswear , which has acquired greater prestige and consequently reach more markets. These two facts can be contrasted with the views that have been derived from two questions asked in the survey. Although the customer perceives a product with higher quality compared to previous years, there are many fans who complain about the high price of them. Another positive aspect is the location of the property as it is located in the downtown area of the city and together with the extensive communications network in the area where fans can go to the store more often.

As for the negative aspects should named the low turnout during these first months has obtained the Sports Bar, room that is located on the second floor of the store and where any visitor can make use of their catering service . According to surveys only 24 of the 82 people who have visited the MEGASTORE have used the Sports Bar, a rather low figure than expected. According to the estimations made by respondents are mainly due to food products offered have high prices and therefore consumers decided not to use the service offered by the bar. Although the original design of the letter food and presentation of products, which can be a factor to attract consumers, the price of these, influences customer decisions, because once tested may not repeat their purchases and decide for an alternative offer.

As for possible recommendations to improve the weaknesses found it, include one aimed at the way how to encourage attendance fans to SPORTS BAR. This is a series of discounts or offers to those who are membership, and that consist in games the team plays away they can go to the sports bar to watch the game and benefit from these discounts; thus the assistance would encourage as much the same environment that you live in Mestalla (football stadium).

In view of the high prices of textile products due to the added value of the brand and complaints that have occurred in this regard by fans attending the Megastore, a possible solution could be to reward those customers who purchase repeated in a short period of time by applying cumulative discount .

With this new business model, it has managed to create, deliver and capture value for the customer, through different elements. The first is the partnership between Valencia Football Club and ADIDAS. This alliance has meant providing a product with higher quality to the customer, which is perceived as positive. On the other hand opening the MEGASTORE aims to create a single space that is for the amateur a meeting point to meet their different needs, due to the wide range of products, activities and services offered by the store. Also their downtown location means a great value for visitors because it has good communications to get in and stay for a while..

In carrying out this work it was started with the aim of analyzing the implementation and operation of the new business model implemented by the Valencia Football Club within its organizational structure. For this we have made first a brief theoretical explanation of the concept of business model. Then we have chosen the most appropriate tool for study this kind of business. The option chosen is the Canvas Business Model designed by Alexander Osterwalder and Yves Pigneur because it has a more complete structure compared with other possible tools. To carry out the empirical analysis we have relied on a questionnaire to a sample of 100 people. The results also have served to draw conclusions on the operation of the MEGASTORE and possible factors to improve.

## 6. References

- John Wiley & Sons, Inc. (2010), Business Model Generation, Hoboken, Nueva Jersey.
- Pervez N.Ghauri and Philip Cateora. International Marketing, third edition.. Mc Graw Hill
- William G.Zikmund. Thomson South-Western. Essentials of marketing Research, second edition.
- Kotler, et al (2013): Fundamentos de Marketing, 1ª ed. Pearson Educación, Madrid. Chapters. 2 y 3.
- Armstrong et al (2011): Introducción al Marketing, 3ª ed. Pearson Educación Madrid. Chpter. 7,8, 9, 10,11, 12, 13
- Ana Isabel Rodríguez Escudero (2007).Casos de marketing estratégico en las organizaciones / José Luis Munuera Alemán.
- Xavi Sánchez (2014). De la idea al negocio. Emprenderalia.
- Iborra, M.; Dasí, A., Dolz, C.; Ferrer, C. (2007). Fundamentos de Dirección de Empresas. Thomson Paraninfo: Madrid.
- Pink, Daniel H (2008). Una nuevamente. Editorial Kantolla.
- Harrison, Sam (2006). Indeaspotting: How to Find Your next great idea. Cincinnati: how Books.
- Denning, Stephen (2005). La estrategia de la ardilla: el poder de las fábulas como motor del cambio empresarial. Empresa activa.

### 6.1. Websites consulted

- Ash Maurya : <http://ashmaurya.com/>
- Lienzo canvas Model: [www.luzan5.es](http://www.luzan5.es)
- Artículo de prensa: <http://tmtfactory.com/es/tmtfactory-inaugurates-the-most-technological-creative-and-innovative-valencia-cf-megastore/>
- Artículo de prensa: <http://www.levante-emv.com/valencia-cf/2014/11/28/valencia-cf-inaugura-mejor-tienda/1194561.html>
- Nuevos modelos de negocio: <http://businessmodelgeneration.com/canvas/bmc>



- Web oficial del Valencia Club de Futbol: <http://www.valenciacf.com/ver/39579>
- Web oficial de la MEGASTORE: <http://www.valenciacf.com/ver/39579>
- Joint Venture: <http://www.jointventure.org/>
- Artículo sobre un acuerdo comercial; “SoftBank se lanza a una joint venture robótica con Alibaba”: <http://www.muycomputerpro.com/2015/06/18/softbank-alibaba-2>
- Innovaciones nueva MEGASTORE: <http://www.deportevalenciano.com/2014/11/29/cinco-innovaciones-nueva-megastore-valencia-cf>
- Freemium model: <http://javiermegias.com/blog/2012/05/como-funcionan-los-modelos-de-negocio-freemium-las-10-claves-imprescindibles/>
- Newspaper article: <http://valenciacf.lasprovincias.es/noticias/201405/31/valencia-cerrara-seis-siete-20140531000309-v.html>
- Business model: <http://www.soyentrepreneur.com/8-claves-para-definir-tu-modelo-de-negocios.html>

## 7. Illustrations

- Figure 1. Tittles won by Valencia Football Club throughout its history. .... 6
- Figure 2. Canvas Business Model. .... 11
- Figure 3 .Persons who have gone to the MEGASTORE..... 19
- Figure 4. The MEGASTORE activities..... 23
- Illustration 5.Age of visitors..... 24
- Illustration 6.MEGASTORE location ..... 25
- Figure 7. MEGASTORE location surveys results..... 26
- Figure 8.Product quality..... 27
- Figure 9. Amount spending of customers purchases in the MEGASTORE. .... 31
- Illustration 10.Partner companies that sponsor the activities organized by MEGASTORE. .... 32
- Figure 11.Reasons for which customers go to SPORT BAR..... 33

## 8. Survey

### Survey

New Business Model: MEGASTORE VCF

1. - Are you a Valencia Football Club fan?

- Yes

- No

3.-Gender

-Male

- Female

2. - How old are you?

- Less than 16 years.

- Between 17 and 26 years.

- Between 27 and 40 years.

- More than 40 years

3. - Have you gone to the Megastore Valencia Football Club ?

- Yes

-No

4. - Now many?

- Once

- Two

- Three or more

5. - ¿ have you purchased any product in the store?

- Yes, VCF product.
- Yes, ADIDAS sportswear.
- Both
- No.

6. - ¿ What has been the total amount of your purchase?

- Less than 20 Euros.
- Between 20 and 50 Euros
- Between 50 and 100 Euros
- More than 100 Euros.

7. - In any visit to the MEGASTOR, Did you use the Sports bar service?

- Yes
- No

8. - If you went to the Sports bar, How was the reason?

- Lunch and/ or dinner.
- Watch a VCF game.
- Activities organized by MEGSTORE (signature events, activities for kids, watch “mascletás”, etc).
- Birthday celebrations.

9. - Do you think that MEGASTORE is located in a good place?

- Yes
- No

10. - Do you considered that the acquired product (sportswear) has better quality than previous years?

- Yes
- No
- Same

11.- With the opening of the Megastore, you believe the Valencia Football Club has implemented an innovative business model ?

- Yes

-No

12.- Have you been satisfied with the care provided and the product purchased ?

-Yes

-No

13.- Sugestions:

## 8.1. Survey results

## PART I

	VCF supporter	Gender	Age	Have you been to MEGASTORE ?	How often?
1	Yes	Male	Between 17 and 26 years	Yes	One
2	Yes	Male	Between 27 and 40 years	No	
3	Yes	Male	Between 27 and 40 years	Yes	Three or more
4	Yes	Male	More than 40 years	Yes	Three or more
5	Yes	Male	Between 17 and 26 years	Yes	One
6	Yes	Female	Between 27 and 40 years	Yes	Three or more
7	Yes	Male	Between 17 and 26 years	Yes	Three or more
8	Yes	Male	Between 17 and 26 years	Yes	Three or more
9	Yes	Male	More than 40 years	Yes	One
10	Yes	Male	Between 27 and 40 years	Yes	Three or more
11	Yes	Male	Between 17 and 26 years	Yes	Three or more
12	Yes	Female	More than 40 years	No	
13	Yes	Male	Between 17 and 26 years	Yes	Three or more
14	Yes	Male	Between 17 and 26 years	Yes	Three or more
15	Yes	Female	Between 17 and 26 years	Yes	Three or more
16	Yes	Male	Between 17 and 26 years	No	
17	Yes	Male	Between 27 and 40 years	Yes	Two
18	Yes	Female	Between 27 and 40 years	Yes	Three or more
19	Yes	Female	Between 27 and 40 years	Yes	Three or more
20	Yes	Female	Between 27 and 40 years	No	

	VCF supporter	Gender	Age	Have you been to MEGASTORE ?	How often?
21	Yes	Male	Between 27 and 40 years	Yes	Two
22	Yes	Male	Between 17 and 26 years	No	
23	Yes	Male	Between 17 and 26 years	Yes	Two
24	Yes	Male	Between 27 and 40 years	Yes	Three or more
25	Yes	Male	More than 40 years	Yes	Three or more
26	Yes	Male	Between 27 and 40 years	Yes	Una
27	Yes	Male	Between 17 and 26 years	Yes	Three or more
28	Yes	Male	Between 27 and 40 years	Yes	Three or more
29	Yes	Male	Between 17 and 26 years	Yes	Three or more
30	Yes	Male	Less than 16 years	No	
31	Yes	Male	Between 27 and 40 years	Yes	Two
32	Yes	Male	Between 17 and 26 years	Yes	One
33	Yes	Male	Between 27 and 40 years	Yes	One
34	Yes	Male	Between 27 and 40 years	Yes	Three or more
35	Yes	Male	Between 27 and 40 years	Yes	One
36	Yes	Male	More than 40 years	No	
37	Yes	Male	More than 40 years	Yes	Three or more
38	Yes	Male	Between 27 and 40 years	Yes	One
39	Yes	Male	Between 27 and 40 years	Yes	One
40	Yes	Male	Between 27 and 40 years	Yes	Two

	VCF supporter	Gender	Age	Have you been to MEGASTORE ?	How often?
41	Yes	Male	Between 27 and 40 years	Yes	Three or more
42	Yes	Male	More than 40 years	Yes	One
43	Yes	Male	Between 27 and 40 years	Yes	Two
44	Yes	Male	Between 27 and 40 years	Yes	One
45	Yes	Male	Between 27 and 40 years	No	
46	Yes	Male	Between 17 and 26 years	Yes	Three or more
47	Yes	Male	Between 17 and 26 years	Yes	Two
48	Yes	Female	Between 17 and 26 years	Yes	Three or more
49	Yes	Male	Between 27 and 40 years	Yes	Three or more
50	Yes	Male	Between 27 and 40 years	Yes	Two
51	Yes	Male	Entre 17 y 26 años	Yes	One
52	Yes	Male	Between 27 and 40 years	No	
53	Yes	Male	Between 17 and 26 years	Yes	Three or more
54	Yes	Male	Between 17 and 26 years	Yes	Three or more
55	Yes	Male	Between 17 and 26 years	Yes	Three or more
56	Yes	Male	Between 27 and 40 years	Yes	Three or more
57	Yes	Male	Between 17 and 26 years	Yes	Three or more
58	Yes	Male	Between 17 and 26 years	Yes	Three or more
59	Yes	Male	Between 17 and 26 years	Yes	One
60	Yes	Male	More than 40 years	Yes	One

	VCF supporter	Gender	Age	Have you been to MEGASTORE ?	How often?
61	Yes	Male	Between 17 and 26 years	Yes	Three or more
62	Yes	Male	Between 27 and 40 years	Yes	One
63	Yes	Male	Between 17 and 26 years	Yes	One
64	Yes	Male	Between 17 and 26 years	Yes	Three or more
65	Yes	Male	Between 27 and 40 years	Yes	One
66	Yes	Male	Between 17 and 26 years	Yes	One
67	Yes	Male	Between 17 and 26 years	Yes	One
68	Yes	Male	Between 27 and 40 years	No	
69	Yes	Male	Between 17 and 26 years	Yes	One
70	No	Male	More than 40 years	No	
71	Yes	Male	Between 17 and 26 years	No	
72	Yes	Male	Between 27 and 40 years	Yes	Three or more
73	Yes	Male	Between 27 and 40 years	Yes	Two
74	Yes	Female	Between 17 and 26 years	Yes	Three or more
75	Yes	Male	More than 40 years	Yes	Two
76	Yes	Male	Between 17 and 26 years	No	
77	Yes	Male	Between 27 and 40 years	Yes	Three or more
78	Yes	Male	Between 27 and 40 years	Yes	One
79	Yes	Male	More than 40 years	No	
80	Yes	Male	Between 17 and 26 years	Yes	Three or more

	VCF supporter	Gender	Age	Have you been to MEGASTORE ?	How often?
81	Yes	Male	More than 40 years	No	
82	Yes	Male	Between 27 and 40 years	Yes	One
83	Yes	Male	More than 40 years	Yes	Three or more
84	Yes	Male	Between 27 and 40 years	Yes	Two
85	Yes	Male	Between 17 and 26 years	Yes	Three or more
86	Yes	Male	Between 17 and 26 years	Yes	One
87	Yes	Male	More than 40 years	Yes	Two
88	Yes	Male	Between 27 and 40 years	Yes	One
89	Yes	Male	Between 17 and 26 years	Yes	Two
90	Yes	Male	Between 27 and 40 years	Yes	Three or more
91	Yes	Male	Between 17 and 26 years	No	
92	Yes	Male	Between 17 and 26 years	Yes	One
93	Yes	Male	Between 17 and 26 years	Yes	Three or more
94	Yes	Male	Between 17 and 26 years	Yes	One
95	Yes	Male	Between 17 and 26 years	Yes	One
96	Yes	Male	Between 17 and 26 years	Yes	One
97	Yes	Male	More than 40 years	Yes	One
98	Yes	Male	More than 40 years	No	
99	Yes	Male	Between 27 and 40 years	No	
100	Yes	Female	More than 40 years	Yes	One

## PART II

	Amount product	Have you been in Sports bar?	Strategic location	Sports Bar use	Is the quality of the product better?	Innovative business	Grade of satisfaction
1		Yes	Yes	Watching a game of VCF			
2							
3	Between 50 and 100 euros	No	Yes		Yes	No	5
4	Between 20 and 50 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	4
5	Between 50 and 100 euros	No	Yes		Yes	Yes	5
6	Between 50 and 100 euros	Yes	Yes		No	Yes	4
7	More than 100 euros	No	Yes		Yes	Yes	5
8		No	Yes		Yes	Yes	5
9		No	Yes			Yes	
10	Between 50 and 100 euros	No	Yes		Yes	No	4
11		Yes	Yes	Lunch or/and dinner	Same	Yes	5
12							
13	More than 100 euros	No	Yes		Yes	Yes	5
14	More than 100 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	4
15	Between 50 and 100 euros	No	Yes		Yes	Yes	3
16			Yes		Yes	Yes	
17	Between 50 and 100 euros	No	Yes		Yes	Yes	5
18	Less than 20 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	4
19	Less than 20 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	4
20							



	Amount product	Have you been in Sports bar?	Strategic location	Uso del SPORTS BAR	Is the quality of the product better?	Innovative business	Grade of satisfaction
21	Between 50 and 100 euros	No	Yes		Yes	Yes	5
22			Yes			Yes	
23	Less than 20 euros	No	Yes		Same	No	3
24		Yes	Yes	Lunch or/and dinner	Yes	Yes	5
25	More than 100 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	5
26	Between 50 and 100 euros	No	Yes		Yes	Yes	5
27	Between 50 and 100 euros	No	Yes		Yes	Yes	5
28	Between 20 and 50 euros	No	Yes		Yes	No	3
29	More than 100 euros	No	Yes		Yes	Yes	5
30							
31		No	Yes		Yes	Yes	4
32	Less than 20 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	5
33		No	Yes			Yes	
34	More than 100 euros	No	Yes		Yes	Yes	5
35		No	Yes			Yes	
36							
37	Between 20 and 50 euros	Yes	Yes		Same	Yes	4
38		No	Yes		Yes	Yes	4
39	More than 100 euros	No	Yes		Yes	Yes	5
40	Between 50 and 100 euros	No	Yes		Yes	Yes	4

	Amount product	Have you been in Sports bar?	Strategic location	Uso del SPORTS BAR	Is the quality of the product better?	Innovative business	Grade of satisfaction
41	More than 100 euros	Yes	No	Watching a game of VCF	Same	Yes	4
42	More than 100 euros	Yes	Yes	Lunch or/and dinner	Same	Yes	4
43		No	Yes			Yes	5
44		No	Yes		Yes	Yes	3
45							
46	Between 20 and 50 euros	No	Yes		Yes	Yes	5
47	Between 50 and 100 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	4
48	Between 50 and 100 euros	No	Yes		Yes	Yes	5
49	Between 50 and 100 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	5
50	Between 20 and 50 euros	No	Yes		Yes	Yes	5
51	Between 50 and 100 euros	No	Yes		Yes	Yes	4
52							
53		No					3
54	Between 50 and 100 euros	No	Yes		Yes	Yes	4
55		No	Yes		Yes	Yes	4
56	Between 50 and 100 euros		Yes		Yes	Yes	5
57	Between 50 and 100 euros	No	Yes		Yes	Yes	4
58		No	Yes		Yes	Yes	4
59	Between 20 and 50 euros	No	Yes		Yes	Yes	4
60		No	Yes			Yes	4

	Amount product	Have you been in Sports bar?	Strategic location	Uso del SPORTS BAR	Is the quality of the product better?	Innovative business	Grade of satisfaction
61	Between 50 and 100 euros	No	Yes		Yes	Yes	4
62	Between 50 and 100 euros	No	Yes		Yes	No	3
63		No	Yes		Same	Yes	4
64		Yes	Yes	Watching a game of VCF	Yes	Yes	5
65	Between 50 and 100 euros	No	Yes		Yes	Sí	5
66		No	Yes	Watching a game of VCF	Yes	Yes	5
67	Less than 20 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	5
68							
69		No	Yes			Yes	3
70		No	Yes			Yes	
71							
72	Less than 20 euros	No	Yes		Yes	Yes	4
73	More than 100 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	4
74	Between 50 and 100 euros	No	Yes		Yes	Yes	5
75	Between 50 and 100 euros	No	Yes		Same	Yes	5
76							
77	Between 50 and 100 euros	Yes	Yes	Watching a game of VCF	Yes	Yes	4
78		Yes	Yes	Watching a game of VCF	Yes	Yes	4
79		No					
80		Yes	Yes	Lunch or/and dinner	Yes	Yes	4

	Amount product	Have you been in Sports bar?	Strategic location	Uso del SPORTS BAR	Is the quality of the product better?	Innovative business	Grade of satisfaction
81							
82	Between 20 and 50 euros	No	Yes		Yes	Yes	3
83	Between 50 and 100 euros	No	Yes		Yes	Yes	4
84	Entre 20 y 50 euros	No	Yes		Yes	Yes	3
85	Between 50 and 100 euros	No	Yes		Yes	Yes	5
86	Nothing	No	Yes		Yes	Yes	4
87	Nothing	No	Yes	Activities organized by VCF	Same	Yes	
88	Between 50 and 100 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	5
89	Entre 20 y 50 euros	No	Yes		Yes	Yes	5
90	Between 50 and 100 euros	Yes	Yes	Lunch or/and dinner	Yes	Yes	4
91							
92	Between 20 and 50 euros	Yes	Yes	Watching a game of VCF	Same	Yes	5
93	Between 20 and 50 euros	No	Yes		Same	No	4
94	Nothing	No	Yes		Yes	Yes	4
95	Nothing	No	Yes		Yes	Yes	5
96	Less than 20 euros	No	Yes		Same	Yes	5
97	Between 50 and 100 euros	No	Yes		Same	No	4
98							
99							
100	Less than 20 euros	No	Yes			Yes	4

### OPINIONS AND SUGGESTIONS

1. - I like it, but I need go more to measure up, being that, I went only once.
2. - Is a great store, but I think there are same variety of products than before.
3. – It will be good if they put a big screen outside, at the square to watch the games.
4. - When you get in, you could feel a “valencian” atmosphere. Is so great watch screen around the store and the robot.
5. - The store is amazing, I had good feel back with workers. Decoration is ok.
6. - I really like ADIDAS as a supply, better than JOMA or KAPPA. Prices are so high but.
7. - Collaboration between these two companies is for both.
8. - Prices at SPORTS BAR are so expensive.
9. - This collaboration with ADIDAS is a good way to spread out.
10. - Prices are high; It will be good if they reduce it.
11. - In general I like it.
12. - The idea is innovative, good marketing. My suggestion: going on.
13. - the location at the downtown is so good. Bad thing is the prices.
14. - decoration is amazing.
15. - Technology and decoration are great.

